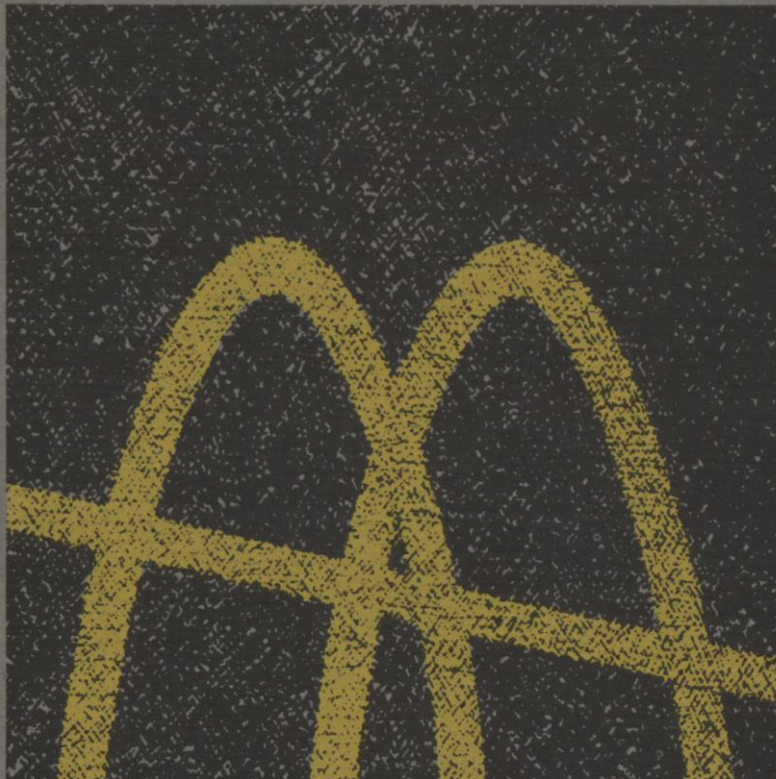


annual
report
**McDonald's
Corporation**

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CORPORATION FILE

1965



contents

part 1

financial highlights 2
message from management 4
officers and directors 8

part 2

balance sheet 10
consolidated statement of
income and retained earnings 12
notes to financial statements 14
auditor's report 17

part 3

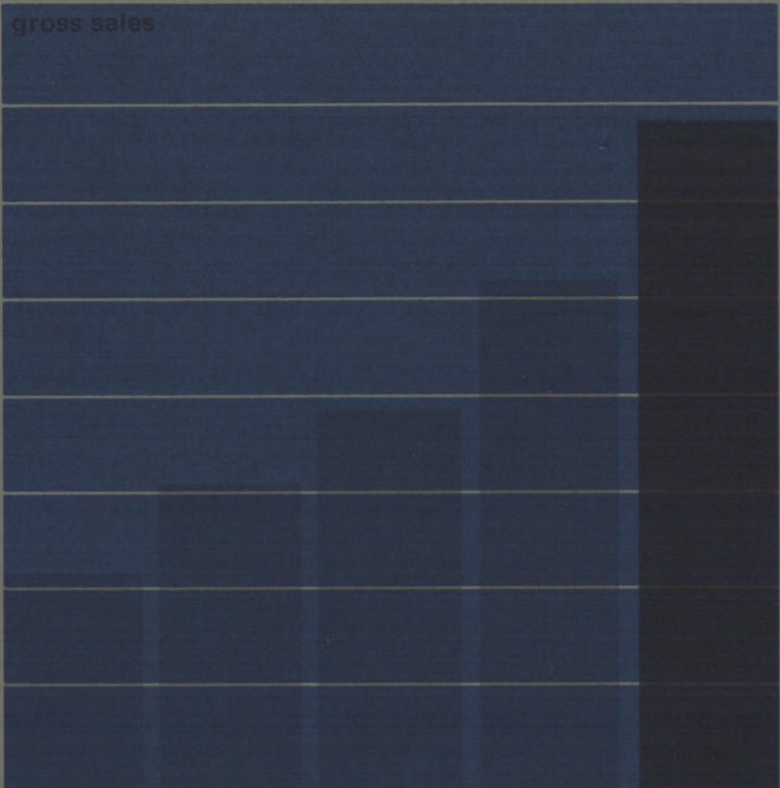
national directory of McDonald's
units and regional offices 18

supplement

McDonald's . . .
what makes us different!

financial highlights
message from management
officers & directors

part 1



highlights of 1965

1965

Revenues, including sales by company operated units	\$35,427,779
Income before taxes	\$5,967,136
Net income	\$3,402,136
Net income per share	\$2.27
Shareholders' equity	\$7,154,694
Total number of units at end of year	738
Total sales all units (company operated and franchise)	\$170,865,019
Real estate and other investments	\$15,981,492

and five year comparison

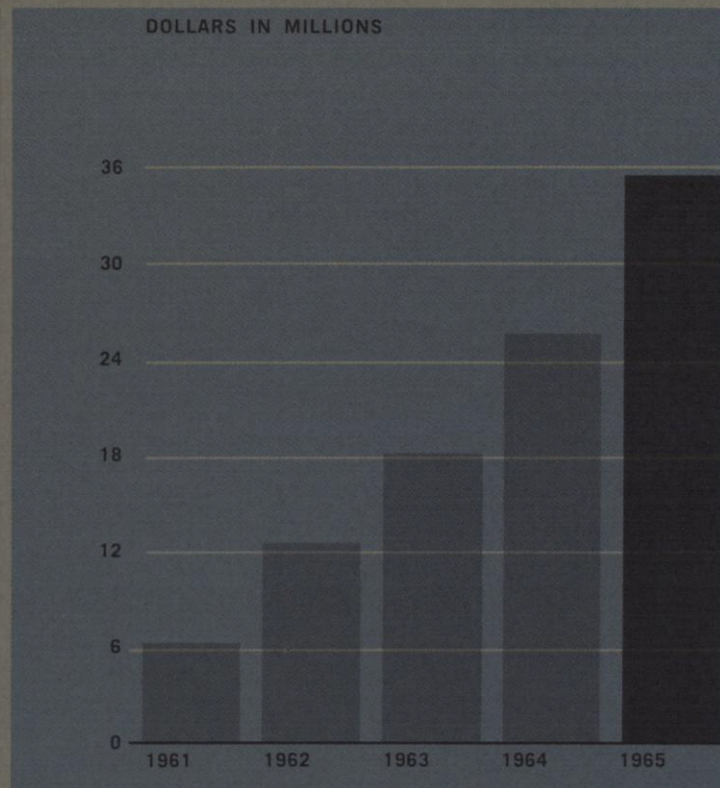
1964 1963 1962 1961

\$25,886,079	\$18,110,693	\$12,410,382	\$6,274,758
\$3,465,636	\$1,834,005	\$857,958	\$133,417
\$2,017,178	\$1,048,611	\$439,315	\$16,103
\$1.34	\$.70	\$.29	\$.01
\$3,752,558	\$1,735,380	\$686,769	\$670,666
657	550	439	323
\$129,591,781	\$97,978,344	\$76,264,132	\$54,253,075
\$14,207,217	\$10,480,228	\$8,925,302	\$6,292,910

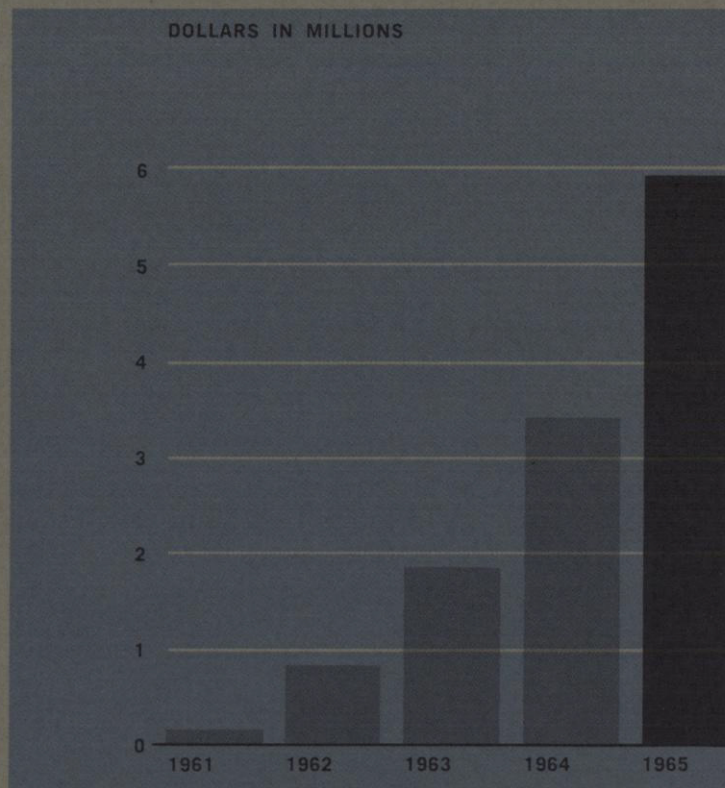
The purpose of our Company is to develop, license, lease and service a nationwide system of drive-in self-service restaurants under the name "McDonald's"® utilizing similar and distinctive design and construction, serving a standardized menu of low price food and featuring efficient, courteous and rapid service.

revenues

including sales by company owned units



income before taxes



message from management

The year 1965 marked McDonald's 10th anniversary. It was again a year of substantial growth in all segments of our business. It was a year of excellent profits, outstanding increases in volume and an ever-growing consumer acceptance of our products.

The accomplishments of our first decade give much promise to our second decade.

One statistic is especially meaningful and should be emphasized. It shows an increase in average unit volume of almost \$34,000 over 1964. This means that in 1965 the average McDonald's did a volume of approximately \$249,000. We think this an outstanding achievement.

We believe that the full meaning of this accomplishment can best be pointed up by referring to a recently published statement by a leading restaurant trade journal. This publication gives the national average volume for drive-ins in the United States as \$75,000 per year.

Some additional sales statistics, not in the formal annual report:

596 units showed an increase in volume over the previous year.

Eight units had sales volumes in excess of \$500,000 compared to one unit in 1964 over this figure.

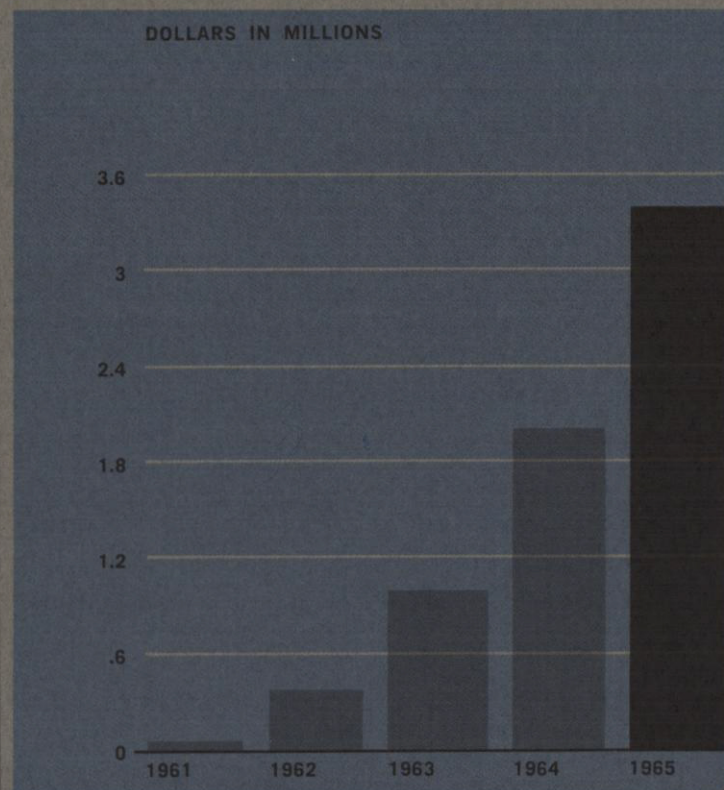
24 units had sales volumes in excess of \$400,000 compared to 11 in 1964.

110 units had sales volumes in excess of \$300,000 compared to 64 in 1964.

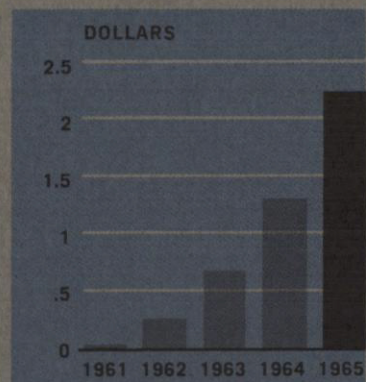
In 1964 we had 85 units doing a volume of less than \$150,000. By putting emphasis on and working closely with these units, 34 were removed from the under-\$150,000 list, and put on a more productive basis from the corporation's standpoint. Additional emphasis on lower volume units during 1966 will most certainly remove another substantial number this year.

Another interesting statistic is our hamburger sales. We are now selling hamburgers at the rate of

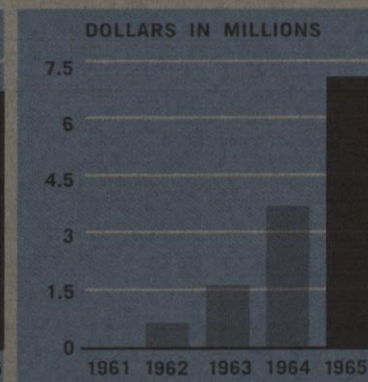
net income



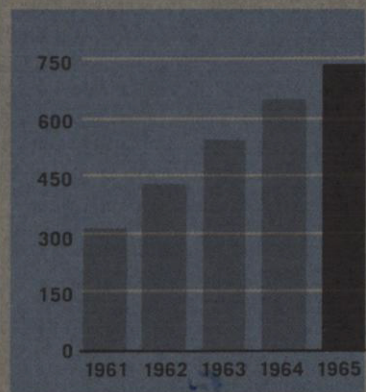
net income per share



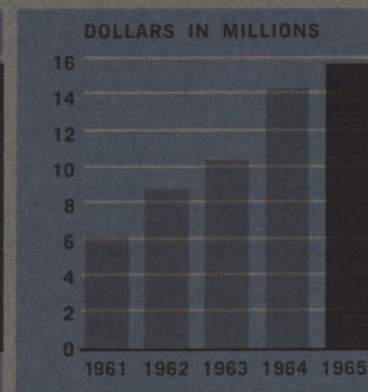
shareholders' equity



number of units at end of year



real estate and other investments



1,500,000 a day. That is the equivalent of 75 tons per day, or 27,375 tons per year. Our first year of fish sales produced \$14 million in additional sales volume. Surprisingly enough, our fish sandwich sales are fairly evenly distributed during the week, and not just confined to Fridays.

We are still expanding our operation. A total of 81 new units were opened in 1965, bringing the total to 738 at the end of the year.

In addition to our continued growth, our 10th anniversary year was also marked by advances in areas other than finances. We further expanded our program of regionalization by opening, in addition to our already-functioning office in Los Angeles, regional offices in Boston, Massachusetts, to service the East; Atlanta, Georgia, to service the South; Columbus, Ohio, to service the Central East; and Chicago, Illinois to service the Midwest. The results of this organizational

change have already been reflected by better control of our franchised unit operations, our company-operated stores, and by improved activity in our real estate and construction departments. We are now able to meet competition on a local level with far better results.

Each regional office is headed by a regional manager. Each office maintains fully-staffed operations, construction, advertising and real estate departments, each reporting to the regional manager. The regional staffs are direct liaison between the home office and the field. We are now experiencing improved communications and greater efficiency in our overall operation.

Other events equally worth reviewing were our first public stock offering, our first national operators meeting and the hiring of a national advertising agency—and, incidentally, our first time as a national television sponsor.

Our national operators meeting

at Hollywood, Florida, brought together operators from every corner of the United States. It provided for them an opportunity to learn first hand new ways to strengthen their operation and to gain, each from the other, new ideas and concepts. Enthusiasm hit a new high and the specifics learned were taken home and implemented immediately.

Your company was a television co-sponsor of the Macy's Thanksgiving Day Parade. In the parade itself we had a McDonald's float and a marching band with uniforms designed for us with McDonald's logo prominently displayed on the back. The full effect was climaxed by McDonald's bass drum, the world's largest. It was impressive to say the least.

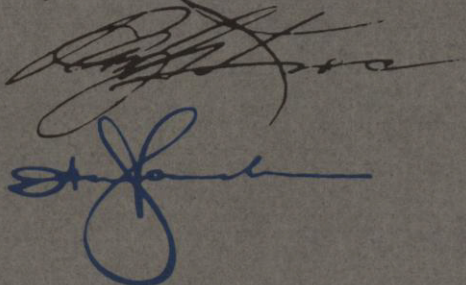
During the year we hired a national advertising agency to provide better radio, TV, and newspaper advertising material. The effect was almost instantaneous, and to date

the results have surpassed even our most enthusiastic expectations.

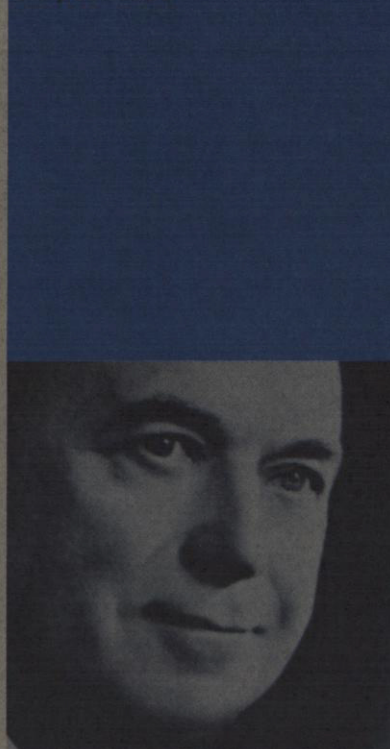
All in all, our 10th anniversary year was one worth celebrating.

What of the future? For 1966 we expect a more accelerated expansion program. This will depend of course, on the continuation of our presently-expanding national economy. You can be assured that your company will continue to grow, and we believe that we all can look to the future of our company with confidence.

Ray A. Kroc



Ray A. Kroc



Harry J. Sonneborn



officers and directors



Ray A. Kroc chairman of the board of directors
and vice president

Harry J. Sonneborn president, director

Richard J. Boylan executive vice president, director

June Martino secretary and treasurer, director

Norman D. Axelrad vice president and general counsel

A. H. Crow vice president, real estate department

James C. Schindler vice president, engineering department

Fred L. Turner vice president, operations department

Robert B. Ryan comptroller

Lee P. Stack director

McDonald's Corporation
221 north LaSalle street
Chicago, Illinois
60601

consolidated balance sheet

assets	December 31,	1965	1964
Current assets:			
Cash and certificates of deposit		\$ 3,269,474	\$ 2,754,095
Notes receivable		276,423	258,990
Accounts receivable		1,111,600	721,933
Inventories, at cost, which is not in excess of market		338,107	323,862
Prepaid expenses		530,433	538,450
Land and construction costs recoverable under sale and leaseback agreements (Note 1)		5,705,039	
Total current assets		11,231,076	4,597,330
Other assets and deferred charges:			
Security deposits on leased property (Note 4)		1,489,062	1,536,864
Notes receivable due after one year		1,403,403	917,378
Unamortized debt discount and expense		454,939	577,944
Miscellaneous		253,559	121,470
		3,600,963	3,153,656
Property, plant and equipment, at cost (Note 1):			
Land		3,771,372	3,309,112
Buildings and leasehold improvements		8,897,938	7,454,931
Equipment and signs for units		5,263,472	4,613,710
Furniture, fixtures and other equipment		1,010,719	899,084
		18,943,501	16,276,837
Less accumulated depreciation and amortization		2,962,009	2,069,620
Net property, plant and equipment		15,981,492	14,207,217
Intangible assets:			
Franchise and operating rights (Note 2)		2,462,624	2,708,969
Other, at cost less accumulated amortization of \$52,156 in 1965 and \$36,725 in 1964		140,057	123,613
		2,602,681	2,832,582
		<u>\$33,416,212</u>	<u>\$24,790,785</u>

McDonald's Corporation and subsidiaries

liabilities & shareholders' equity December 31, **1965** **1964**

Current liabilities:		
Notes payable—bank	\$ 1,500,000	\$
Accounts payable and accrued liabilities	1,749,509	868,058
Federal income taxes	2,100,750	1,278,693
Long-term debt due within one year	2,426,111	2,208,788
Total current liabilities	7,776,370	4,355,539
Long-term debt (Notes 1 and 3):		
Mortgage notes and land purchase contracts payable	6,441,918	5,195,294
Notes payable: 7% promissory	1,044,534	1,144,534
Subordinated promissory	2,310,577	2,458,829
Equipment purchases	2,901,262	3,251,399
	12,698,291	12,050,056
Less amounts due within one year	2,426,111	2,208,788
Total long-term debt	10,272,180	9,841,268
Deferred federal income taxes (Note 6)	327,188	204,066
Security deposits by lessees (Note 5)	7,885,780	6,637,354
Commitments and contingent liabilities (Notes 1, 4, 7 and 8)		
Shareholders' equity:		
Common stock, no par value—		
Authorized—3,500,000 shares		
Issued and outstanding—1,500,000 shares	166,800	166,800
Retained earnings (Note 3)	6,987,894	3,585,758
Total shareholders' equity	7,154,694	3,752,558
	<u>\$33,416,212</u>	<u>\$24,790,785</u>

notes to consolidated financial statements

December 31, 1965

1. Sale and leaseback agreement

The Company has arrangements for the sale and leaseback financing of some new and existing McDonald's units. The leases require payment of rent equivalent to monthly amortization of cost, plus interest, generally over a fourteen year term. After five years, the Company has the option to purchase the property for the unamortized costs. At the conclusion of the lease, the title to the property reverts to the Company. The units sold and leased back under these arrangements prior to December 31, 1965 (\$1,872,691) are treated in the accompanying balance sheet as property, plant and equipment and the related rental obligations are included with mortgage debt. Through March 3, 1966, the Company had available lenders' commitments to finance \$7,600,000 of additional property and building costs. Accumulated costs of land and buildings of \$5,705,039, which

when completed in 1966 will be fi-

nanced by these commitments, are shown as current assets.

In addition, as of December 31, 1965, costs to complete other properties under construction approximated \$2,650,000.

2. Intangible assets

In 1961, the Company acquired rights under a 99 year franchise agreement and the underlying interest in the McDonald's System, trademarks and tradenames, at a cost of \$2,700,000 plus expenses of \$8,969. Legal action was concluded in 1965 which upheld the Company's proprietary interest in the System in Illinois. A total of \$246,345 has been credited against the carrying value of franchise and operating rights, representing recovery under this suit and the proceeds from the sale during 1965 of certain exclusive foreign territorial licenses. No amortization is being provided for the balance of these costs as the Company feels there is no decrease in the value of the rights acquired.

3. Long-term debt

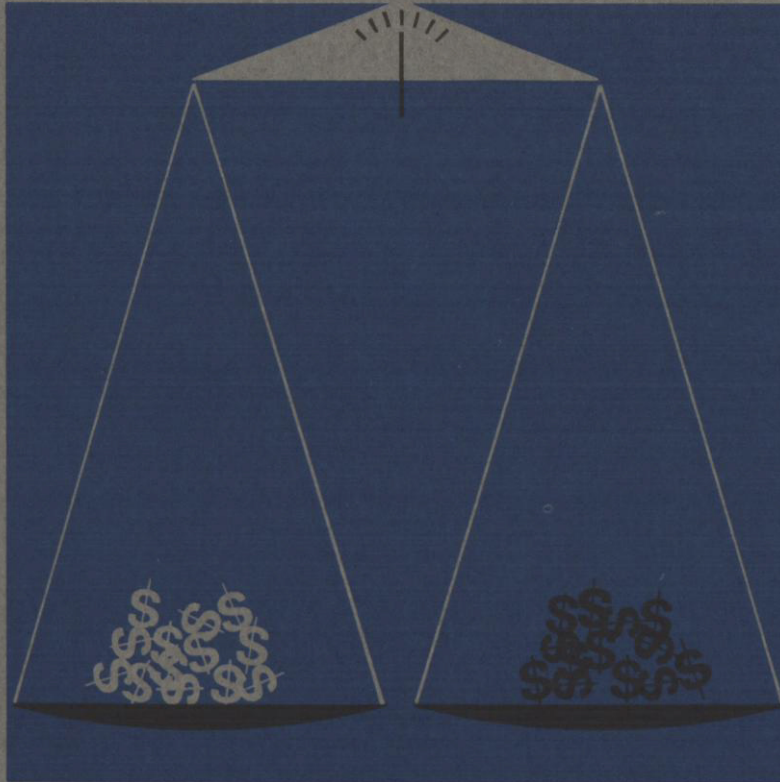
Mortgage notes and land purchase contracts relate to land and buildings purchased and/or constructed by the Company and its subsidiaries. These obligations are generally payable in monthly installments, with interest ranging from 5½% to 7%, and mature over various terms to fourteen years. At December 31, 1965, land and buildings with aggregate costs of \$10,468,000 were pledged as security for these obligations.

The 7% promissory notes are payable \$100,000 on November 1 of each of the years through 1974, with the balance payable November 1, 1975.

The subordinated promissory notes are due December 31, 1981, and under certain conditions may be extended to December 31, 1991. Payments of principal, interest and premium are based on gross receipts of all units (both Company and independently operated) according to

financial statements and notes

part 2



consolidated statement of income and retained earnings

Years ended December 31,	1965	1964
Revenues:		
Sales by Company operated units	\$21,802,056	\$15,712,501
Rental income	8,981,805	6,982,490
Initial location fees	276,516	193,000
Service fees	3,132,430	2,329,372
Initial license fees	394,681	247,000
Other income—net	840,291	421,716
	<u>35,427,779</u>	<u>25,886,079</u>
Costs and expenses:		
Company operated units—Cost of sales	9,041,622	6,574,539
Rent	822,132	633,167
Depreciation and amortization—buildings and equipment	613,408	490,422
Other operating expenses	8,042,154	5,789,998
Interest expense	81,801	70,089
	<u>18,601,117</u>	<u>13,558,215</u>
Expenses applicable to rental income—Rent	4,216,553	3,580,497
Depreciation and amortization—buildings	287,705	250,540
Interest expense	270,342	248,617
	<u>4,774,600</u>	<u>4,079,654</u>
General, administrative and selling expenses	5,199,760	4,068,567
Other interest charges (principally on long-term debt)	885,166	714,007
	<u>29,460,643</u>	<u>22,420,443</u>
Income before federal income taxes	5,967,136	3,465,636
Provision for federal income taxes (Note 6)	2,565,000	1,448,458
Net income	3,402,136	2,017,178
Retained earnings at beginning of year	3,585,758	1,568,580
Retained earnings at end of year (Note 3)	<u>\$ 6,987,894</u>	<u>\$ 3,585,758</u>

report of certified public accountants

The Board of Directors
and Shareholders
McDonald's Corporation

book and financial statement purposes depreciation is provided on a straight line basis. In addition, the Company defers on the books and in its tax returns certain development program expenses (\$122,022 net of the applicable federal income taxes at December 31, 1965) relating to real estate and construction activities, whereas in the accompanying financial statements such expenditures have been charged against income in the year in which they were incurred. Provision has been made for deferred federal income taxes (\$123,122 in 1965) in recognition of these differences between income reported in the financial statements and taxable income reported in the federal income tax returns.

7. Employment contracts

The Company has long-term employment contracts with three of its officers, who are also major shareholders of the Company. In addition to stipulated annual sala-

ries, the agreements provide for bonuses to such officers, based on a formula applied to consolidated net income (as defined), and for certain payments to these officers (or their surviving spouses) on termination of active service with the Company.

8. Litigation

The Company is defendant in a suit which claims compensation for originating certain advertising and business concepts for the Company. In the opinion of the Company's General Counsel, the claim is without merit and will, in due course, be resolved in favor of the Company.

We have examined the accompanying consolidated balance sheet of McDonald's Corporation and subsidiaries at December 31, 1965 and the related consolidated statement of income and retained earnings for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the statements mentioned above present fairly the consolidated financial position of McDonald's Corporation and subsidiaries at December 31, 1965 and the consolidated results of their operations for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Arthur Young & Company

Chicago, Illinois
March 3, 1966

560 ground leases or improved leases covering McDonald's unit locations. Lease terms are generally for twenty years, and in many cases provide for renewal options. The aggregate minimum rental commitments over the remaining terms of such leases at December 31, 1965 were \$89,620,000 (exclusive of taxes, insurance and other expenses to be paid by lessee). Minimum annual rentals payable under these leases during the five years 1966 through 1970 approximate \$5,194,000.

Security deposits made by the Company and its subsidiaries under improved leases for unit locations are generally refundable at the end of the tenth year of the lease. Such deposits at December 31, 1965 were refundable as follows:

1966	\$	59,193
1967		51,224
1968		129,167
1969		229,088
1970		352,810
1971		283,155
1972		208,925
1973		32,000
Subsequent years		143,500
		<u>\$1,489,062</u>

The Company and its subsidiaries also lease certain office space under leases expiring on various dates through 1969. Annual rentals amount to \$208,800. Aggregate commitments over the remaining terms of such leases at December 31, 1965 were \$771,212.

5. Rents receivable and deposits by lessees

The leased properties for units referred to in the preceding Note, as well as certain real estate owned by the Company, have been subleased or leased to unit operators, including subsidiaries of the Company. Sublease terms are generally for the same periods of time as the terms of the underlying leases. The aggregate minimum rentals receivable under the remaining terms of such subleases or leases at December 31, 1965 were \$129,808,000 (exclusive of taxes, insurance and other expense to be paid by unit operators). Minimum annual rentals receivable from unit operators dur-

ing the five years 1966 through 1970 range from \$7,762,000 to \$7,779,000. Substantially all of the subleases or leases with unit operators provide for percentage rental payments based on sales. For the year 1965, the percentage rental income amounted to \$1,867,000.

Lease security deposits received from the unit operators (sublessees or lessees) are generally refundable 50% at the end of the fifteenth year and the balance at the termination of the lease. As of December 31, 1965, deposit refunds which will become due for all years through 1974 total \$662,900. Refunds due for the individual years 1975 through 1985 range from \$519,200 to \$1,101,600.

6. Federal income taxes

The Company and its subsidiaries follow the practice of filing separate federal income tax returns.

Depreciation of buildings is provided for tax purposes on a declining balance method whereas for

certain formulas set forth in the note agreements, which formulas vary during three payment periods. Each quarter during the first two payment periods, a determination is made of .5% of gross receipts, of which .4% is payable currently to the noteholders and the remaining .1%, "deferred portion," becomes a fixed liability and is payable as explained below. The first period is the time which would be required to pay the \$2,700,000 with interest at 6% per annum if the entire .5% of gross receipts were applied as debt reduction. The second period is equal in time to the first period. The third period is the time required to pay the deferred portion at the rate of .4% of gross receipts after first liquidating the balance, if any, of unpaid principal. In any event, the balance of the principal and the deferred portion must be paid by December 31, 1991.

Payments made to the noteholders during the first period are allocable

equally between principal and interest. Payments during the second period will be allocable to principal on the basis of the greater of .2% of gross receipts each quarter, or the unpaid principal at the beginning of the second period divided by the number of quarterly payments to occur during the second period. In 1965, \$683,466 was accrued and subsequently paid to the noteholders. Of this amount \$341,733 was allocated to interest and \$341,733 was allocated to principal.

Notes payable for equipment purchases relate principally to equipment and signs at Company operated units. These notes are generally due in monthly installments and have maturities ranging up to five years, with interest at 4½% to 5%. At December 31, 1965, equipment and signs with aggregate cost of \$4,094,097 were pledged as security for the equipment purchase notes.

Aggregate maturities of long-

term debt for the five years ending December 31, 1970 are as follows: 1966—\$2,426,111; 1967—\$2,136,063; 1968—\$1,862,926; 1969—\$1,480,247 and 1970—\$1,046,990.

The above maturities include expected principal payments on the subordinated promissory notes based on estimated gross receipts for 1966.

The 7% promissory notes and the subordinated promissory notes payable contain certain provisions restricting payments of cash dividends and the purchase or redemption of capital stock to aggregate amounts not in excess of 50% of consolidated net income accumulated since January 1, 1961. At December 31, 1965, \$3,526,223 of consolidated retained earnings was not restricted by these provisions.

4. Lease commitments and lease deposits

At December 31, 1965, the Company and/or certain of its subsidiaries were lessees under approximately

ALABAMA

Birmingham 1337 Bessemer Hwy.
 Birmingham 9004 Gadsden Rd.
 Decatur 1208—6th Ave., S.E.
 Ensley 3518 Avenue "E"
 Florence 1214 Florence Blvd.
 Huntsville 2704 Memorial Pkwy.
 Mobile 600 Wilson Ave.
 Mobile 2692 Government Blvd.
 Mobile 3119 Moffat Rd.
 Muscle Shoals 1503 Woodward Ave.
 Tuscaloosa 715—17th St.

ARIZONA

Tucson 5351 E. Speedway Ave.

ARKANSAS

Little Rock 3208 University Ave.
 North Little Rock

3217 John F. Kennedy Blvd.

Pine Bluff 1300 Main St.

CALIFORNIA

Anaheim 2411 W. Ball Rd.
 Anaheim 119 W. Ball Rd.
 Arcadia 143 E. Foothill Blvd.
 Azusa 563 E. Foothill Blvd.
 Azusa 843 W. Arrow Hwy.
 Bakersfield 2111 Columbus St.
 Bakersfield 3920 Niles St.
 Bakersfield 250 Oak St.
 Belmont 522 El Camino Real
 Berkeley 1198 San Pablo Ave.
 Burbank 1127 N. San Fernando Rd.
 Burbank 1701 W. Olive Ave.
 Buena Park 5900 Beach Blvd.
 Canoga Park 20834 Sherman Way
 Compton 1117 S. Long Beach Blvd.
 Costa Mesa 635 W. 19th St.
 Costa Mesa 3141 Harbor Blvd.
 Downey 12256 Paramount Blvd.
 El Monte 11612 E. Valley Blvd.
 Escondido 1146 Valley Blvd.
 Fresno 3115 Blackstone
 Fresno 481 E. Shaw Ave.
 Fresno 4505 E. Ventura Ave.
 Fullerton 1341 Brookhurst
 Garden Grove 12542 Harbor Blvd.
 Garden Grove 9852 Westminster Ave.
 Gardena 1747 W. El Segundo Blvd.
 Granada Hills 10350 Reseda Blvd.
 Hayward 26051 Calaroga Ave.
 La Habra 801 E. Whittier Blvd.
 Lakewood 4122 Paramount Blvd.
 La Puente 1830 N. Hacienda Blvd.
 Lomita 1728 W. Lomita Blvd.
 Long Beach 4315 E. Anaheim
 Long Beach 3300 E. Artesia Blvd.
 Long Beach 1400 Atlantic Ave.
 Los Angeles 6904 La Tijera
 Lynwood 11833 S. Atlantic Blvd.
 Manhattan Beach 1203 Gould Blvd.
 Modesto 2118 McHenry Blvd.
 Montebello 2020 W. Beverly Blvd.
 North Hollywood 12919 Victory Blvd.
 Norwalk 11053 E. Rosecrans Ave.
 Ontario 832 N. Mountain Ave.
 Orange 606 N. Tustin
 Orange 1839 W. Chapman
 Oxnard 3120 Saviers Rd.
 Pacoima 14024 Osborne St.
 Paramount 8522 E. Rosecrans

Pasadena 799 North Lake Ave.
 Pico Rivera 9309 Slauson
 Pico Rivera 5641 S. Rosemead
 Pomona 2200 N. Garey St.
 Pomona 660 Indian Hill Rd.
 Rancho Cordova 10150 Coloma Rd.
 Redwood City 385 Lathrop
 Reseda 18761 Sherman Way
 Rosemead 8310 Valley Blvd.
 Sacramento 2312 Arden Way
 Sacramento 2985 Freeport Blvd.
 Sacramento 5008 Auburn Blvd.
 Sacramento 4121 Marconi
 Sacramento 2980 Florin Rd.
 Sacramento 5525 Folsom Rd.
 Salinas 840 E. Alisal
 San Bernardino 1531 N. "E" St.
 San Bernardino 1996 Del Rosa Ave.
 San Jose 2825 Meridian Ave.
 San Jose 90 E. San Carlos
 San Jose 1435 S. Winchester Blvd.
 San Jose 1365 Blossom Hill Rd.
 San Jose 1730 Story Rd.
 San Jose 1150 S. Highway No. 9
 San Lorenzo 18700 Hesperian Blvd.
 San Pablo 1448 San Pablo Ave.
 San Pedro 303 South Gaffey St.
 Santa Ana 3638 W. First St.
 Santa Ana 1526 W. Edinger St.
 Santa Clara 1925 El Camino Real
 Santa Monica 2902 W. Pico Blvd.
 Sepulveda 16908 Parthenia St.
 Southgate 3309 Tweedy Blvd.
 South San Francisco
 435 El Camino Real
 Stanton 8461 Katella
 Stockton 4515 Pacific Ave.
 Sunnyvale 1169 El Camino Real
 Temple City 9831 E. Las Tunas Dr.
 Torrance 17305 Crenshaw Blvd.
 Torrance 1452 W. Carson St.
 Torrance 5019 Torrance Blvd.
 Vallejo 3289 Sonoma Blvd.
 Van Nuys 7045 Van Nuys Blvd.
 Venice 2457 Lincoln Blvd.
 Ventura 5980 Telegraph Road
 Westminster 7112 Westminster Ave.
 Whittier 15720 Leffingwell Rd.
 Wilmington 230 E. Pacific Coast Hwy.

COLORADO

Arvada 9978 Ralston Rd.
 Aurora 11025 E. Colfax
 Boulder 1958—28th St.
 Colorado Springs 1703 S. 8th St.
 Colorado Springs 207 N. Wahsatch
 Denver 1100 S. Colorado Blvd.
 Denver 3050 W. Jewell Ave.
 Denver 2120 W. Alameda
 Denver 505 E. Colfax
 Denver 10925 Colfax, West
 Denver 599 W. 104th Ave.
 Denver 2655 California
 Denver 4215 W. Colfax
 Denver 4900 E. 35th St.
 Englewood 540 W. Hamden
 Ft. Collins 2501 S. College Ave.
 Grand Junction 2555 North Ave.
 Greeley 2440—8th Ave.
 Lakewood 825 Wadsworth

Littleton 5990 South Broadway
 Pueblo 3416 W. Northern St.
 Pueblo 800 W. 6th St.
 Westminster 7300 Federal St.
 Wheat Ridge 3890 Wadsworth Blvd.

CONNECTICUT

Bridgeport 4219 Main St.
 Bristol 646 Farmington Ave.
 Enfield Enfield St.—Rt. 5
 Greenwich 208 W. Putnam Ave.
 Hamden 2390 Dixwell Ave.
 Manchester 46 W. Center St.
 Meriden 783 E. Main St.
 Middletown 914 Washington St.
 Milford 439 Bridgeport
 New Britain 963 W. Main St.
 Newington 2375 Berlin Turnpike
 Orange 57 Boston Post Rd.
 Southington 675 Queen St.

Waterbury

Thomaston Ave. & Colonial Plaza
 Windsor 330 Windsor Rd.

DELAWARE

Newark 374 E. Main St.
 Wilmington

3924 Robert Kirkwood Hwy.

Wilmington 101 New Rd.

DISTRICT OF COLUMBIA**Washington**

4950 South Dakota Ave., N.E.

Washington

1164 Bladensburg Rd., N.E.

Washington 75 New York Ave., N.E.

Washington

1229 New York Ave., N.W.

Washington 5948 Georgia Ave., N.W.

Washington

1603 Good Hope Rd., S.E.

FLORIDA

Bradenton 4711—14th St., W.
 Clearwater 1860 Gulf-To-Bay Blvd.
 Cocoa 938 Dixon Blvd.
 Daytona Beach 2777 N. Atlantic Ave.
 Ft. Lauderdale 3120 W. Broward Blvd.
 Fort Meyers 3645 Cleveland Ave.
 Fort Pierce 1612 Delaware Ave.
 Fort Walton Beach
 Eglin Parkway & Washington Ave.
 Hialeah 1101 W. 49th St.
 Holly Hill 151 Ridgewood Ave.
 Jacksonville 6552 Beach Blvd.
 Jacksonville 6610 N. Main St.
 Jacksonville 6546 Normandy Blvd.
 Lakeland 715 E. Memorial Blvd.
 Lakeland 2735 S. Florida Ave.
 Lake Worth 2315 N. Dixie
 Largo 219 N. Missouri Ave.
 Melbourne 1521 Hibiscus Blvd.
 Merritt Island

No. Courtney Pike & Georgia St.

Miami 3145 N.W. 7th St.

Miami 8349 S.W. 40th St.

Miami

N.W. 27th Ave. & N.W. 108th St.

Miami 3325 N.W. 79th St.

North Miami

167th St. & Second Ave.

North Miami Beach

13750 Biscayne Blvd.

Oakland Park 1352 Commercial Blvd.
 Ocala 2015 S. Pine St., U.S. 441
 Orlando 4801 E. Colonial Dr.
 Orlando 2501 W. Colonial Dr.
 Panama City 717 W. Harrison
 Pensacola 3107 N. Pace Blvd.
 Pensacola 1107 Navy Blvd.
 Pinellas Park 5170 Park Blvd.
 Riviera Beach 3551 N. Broadway
 St. Petersburg 260—34th St., N.
 St. Petersburg 1018—62nd Ave., N.
 Sarasota 1707 S. Tamiami Trail
 South Miami 6150 S. Dixie Hwy.
 South Pasadena

1200 S. Pasadena Ave.

Tallahassee 1701 W. Tennessee St.

Tampa 3515 S. Dale Mabry Blvd.

Tampa 8214 Florida Ave.

Tampa 3411 E. Temple Terrace Hwy.

Tampa 4009 N. Armenia

Winter Haven 6th St. & Ave. "D"

GEORGIA

Athens 1124 Prince Ave.
 Atlanta 1826 Stewart Ave., S.W.
 Atlanta 1411 Venetian Dr., S.W.
 Atlanta 4362 Roswell Rd., N.E.
 Atlanta 550 McDonough Blvd.
 Augusta 1464 Walton Way
 Augusta 2510 Peach Orchard Rd.
 Columbus 3315 Macon Rd.
 Columbus 3613 Victory Dr.
 Decatur 1917 Candler Rd.
 Decatur 2181 N. Decatur Rd.
 Decatur 4034 Glenwood Rd.
 Doraville 5220 Buford Hwy.
 East Point 3183 Main St.
 Hapeville 557 Central Ave.
 Macon 1450 Rocky Creek Rd.
 Marietta 479 S. Four Lane Hwy.
 Rome 1504 Turner-McCall Blvd.
 Sandy Springs 6049 Roswell Rd.

IDAHO

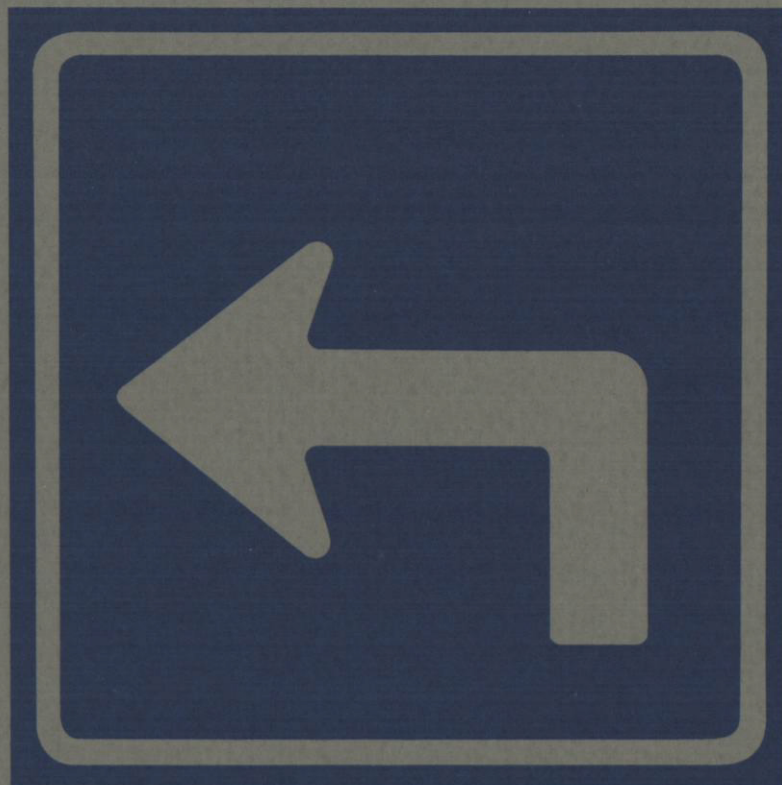
Boise 510 N. Orchard

ILLINOIS

Aurora 1023 N. Lake St.
 Belleville 4222 W. Main St.
 Berwyn 6900 W. Ogden Ave.
 Berwyn 7135 W. Roosevelt Rd.
 Blue Island 11920 S. Western Ave.
 Bradley 327 S. Kinzie Ave., R.R. 54
 Bridgeview 7170 W. 8th St.
 Cahokia 1110 Camp Jackson Rd.
 Calumet City 656 Schrum Rd.
 Carbondale Mardale Shopping Cen.
 Carpentersville R. 25 & Ravine Blvd.
 Chicago 4320 N. Cicero Ave.
 Chicago 4830 S. Cicero Ave.
 Chicago 11667 S. Halsted St.
 Chicago 5733 S. Kedzie Ave.
 Chicago 10320 S. Kedzie Ave.
 Chicago 635 E. Pershing Rd.
 Chicago 3241 W. Peterson Ave.
 Chicago 6560 S. Stony Island Ave.
 Chicago 7060 S. Vincennes Ave.
 Chicago 25 E. 35th St.
 Chicago 2425 E. 79th St.
 Chicago 2048 W. 79th St.
 Chicago 550 E. 103rd St.
 Chicago 3853-59 W. Lawrence Ave.

directory of
regional offices &
unit locations

part 3





NEW HAMPSHIRE

Manchester 196 S. Willow St.

NEW JERSEY

Avenel 1256 St. George Ave.

Cherry Hill 801 Route 38

East Brunswick 730 Route 18

Edgewater Park

Rural Delivery, Beverly, N.J.

Edison 1966 Highway 27

Fair Lawn 37-01 Broadway

Magnolia 402 S. White Horse Pike

Middlesex 716 Bound Brook Rd.

Middletown 925 Highway 35

Mount Ephraim 259 Black Horse Pk.

Neptune Route 35 & Milton Ave.

Perth Amboy

637 New Brunswick Ave.

Pleasantville 750 Black Horse Pike

Rahway Rt. No. 1 & Lawrence Ave.

River Edge 11118 Main Ave.

Trenton 1885 N. Olden Ave.

Trenton 2603 S. Broad St.

Union Rt. 22 at N. Michigan Ave.

Vineland 58 N. Delsea Dr.

Woodbury Heights

201 S. Evergreen Ave.

NEW MEXICO

Albuquerque

5900 Manual Blvd., N.E.

Albuquerque

925 San Pedro Blvd., N.E.

Albuquerque 5324—4th St., N.W.

NEW YORK

Albany 60 N. Broadway

Amherst 3424 Sheridan Dr.

Binghamton W. State at N. Way St.

Buffalo 1385 Niagara Falls Blvd.

Buffalo 666 Fillmore

Buffalo 1338 Main St.

Buffalo 860 Hertel Ave.

Centereach, L.I.

1665 Middle Country Rd.

Cheektowaga 3815 Union Rd.

De Pew 5202 Transit Rd.

East Northport 1999 Jericho Trnpg.

Islip, L.I. 107 Main St.

Ithaca 364 Elmira Rd.

Jamestown 957 Fairmount Ave.

Lackawanna 1105 Ridge Rd.

Latham 753 New Loudon Rd.

Levittown, L.I.

3839 Hempstead Turnpike

Lindenhurst 334 E. Montauk Hwy.

Mamaroneck

1205 Old Boston Post Rd.

Merrick, L.I. 1813 Merrick Rd.

New Hartford 57 Seneca Trunpike

Niagara Falls 8420 Pine Ave.

North Tonawanda 333 Meadow Dr.

Ocean Side 31-35 Atlantic Ave.

Plainview

45 Old Country Rd. & Sylvia Lane

Queensbury Rt. 9 & Aviation Rd.

Rome 1707 Black River Blvd.

Syracuse 3207 Erie Blvd.

Vestal 3761 Vestal Pkwy., E.

Westbury 35 Old Country Rd.

West Seneca 1154 Union Rd.

Yorkville 419 Oriskany Blvd.

Chicago 6070 W. Archer Ave.
 Chicago 7601 S. Vincennes
 Chicago 5220 W. Madison
 Chicago Heights 1505 Western Ave.
 Crystal Lake 130 S. Virginia St.
 Danville 109 S. Gilbert
 Decatur 2735 N. Oakland
 Deerfield 40 S. Waukegan Rd.
 De Kalb 805 W. Lincoln Hwy.
 Des Plaines 400 N. Lee St.
 Dolton 226 W. Sibley Blvd.
 Downers Grove 225 Ogden Ave.
 East Peoria 406 Junction Ave.
 East St. Louis 809 St. Louis Ave.
 Elgin 481 Gifford
 Elk Grove 1912 E. Higgins Rd.
 Evanston 1117 Howard St.
 Forest Park 420 Des Plaines Ave.
 Freeport 1300 W. Galena
 Galesburg 1072 N. Henderson
 Glen Ellyn 445 W. Roosevelt Rd.
 Glenview 530 Waukegan Rd.
 Harwood Heights
 5022 N. Harlem Ave.
 Joliet 1515 W. Jefferson
 La Grange 9941 W. 55th St.
 Libertyville 1330 N. Milwaukee Ave.
 Markham 3010 W. 159th St.
 Moline 3433-23rd Ave.
 Mt. Prospect 100 W. Rand Rd.
 Niles 7937 N. Milwaukee Ave.
 Normal 804 S. Main St.
 North Chicago 2211 Dugdale Rd.
 Northlake 1 East North Ave.
 Oaklawn 9128 S. Cicero Ave.
 Oak Park 111 W. Madison St.
 Palatine 1592 E. Northwest Hwy.
 Peoria 3600 N. University
 Quincy 3201 E. Broadway
 Rockford 3137 N. Main St.
 Rockford 2715 Charles St.
 Rock Island 2409-11th St.
 St. Charles 1915 W. Main St.
 Skokie 4830 Dempster Rd.
 Springfield 2849 S. 6th St.
 Springfield 1825 S. MacArthur Blvd.
 Urbana 304 E. University
 Villa Park 350 E. St. Charles Rd.
 Waukegan 1310 N. Lewis Ave.
 West Peoria 627 N. Western
 Wheeling 188 E. Dundee Rd.

INDIANA

Anderson 1324 Jackson
 Bloomington 2300 N. Walnut
 Clarksville 1420 Eastern Blvd.
 Elkhart 130 N. Main St.
 Evansville 2500 S. Kentucky
 Evansville 2010 Highway 41, N.
 Ft. Wayne U.S. 30, East
 Ft. Wayne 335 E. California Rd.
 Ft. Wayne 206 W. Jefferson
 Ft. Wayne 4850 S. Calhoun
 Gary 5377 Broadway
 Gary 720 W. 5th Ave.
 Gary 6021-23 Melton Rd.
 Hammond 7443 Indianapolis Blvd.
 Indianapolis 5265 E. 38th St.
 Indianapolis 3920 S. Shelby St.
 Indianapolis 3745 N. Post Rd.

Jeffersonville 1522 E. 10th St.
 Kokomo 3035 S. La Fountaine
 Kokomo 300 E. Sycamore
 Marion 1225 N. Baldwin Ave.
 Michigan City 3507 S. Franklin
 Mishawaka 2620 Lincolnway, West
 Muncie 500 E. St. Charles St.
 South Bend 402 N. Michigan St.
 South Bend 2001 S. Michigan St.
 Terre Haute 248 S. 7th St.
 West La Fayette 212 Brown St. Levee
IOWA

Burlington 1725 Roosevelt Rd.
 Council Bluffs 2629 W. Broadway
 Davenport 3303 Brady St.
 Des Moines 4814 S.W. 9th St.
 Des Moines 2540 Hubbell Blvd.
 Des Moines 6125 Grand Ave.
 Des Moines 3817 E. 14th St.
 Des Moines 3610 Merle Hay Rd.
 Des Moines 3116 Forest Ave.
 Iowa City

817 S. Riverside Dr., Hwy. 218
 Mason City 1809 S. Federal Ave.
 Ottumwa 820 W. 2nd St.
 Sioux City 3093 Hamilton Blvd.
 Waterloo

1401 Headford, Hwy. 218 North
KANSAS

Hutchinson 20 E. 4th Ave.
 Kansas City 901 Minnesota Ave.
 Overland Park 7716 Metcalf
 Topeka 3117 S. Topeka Ave.
 Wichita 1630 S. Hillside
 Wichita 2615 W. 13th St.
 Wichita 2418 S. Seneca Ave.
 Wichita 1050 N. Broadway

KENTUCKY

Ashland 2550 Winchester Ave.
 Bowling Green 1423 Laurel St.
 Erlanger 3050 Dixie Hwy.
 Hopkinsville 2604 Ft. Campbell Blvd.
 Lexington 771 New Circle Rd.
 Louisville 3014 Hunsinger Lane
 Louisville 5600 Preston Hwy.
 Louisville 3340 Taylor Blvd.
 Newport 1930 Alexandria Pike
 Pleasure Ridge Park 8600 Dixie Hwy.

LOUISIANA

Alexandria 1100 N. Mac Arthur Dr.
 Algiers
 General Meyers Ave. & Kabel Dr.
 Baton Rouge 6004 Plank Rd.
 Baton Rouge 265 W. State St.
 Baton Rouge 5224 Florida Blvd.
 Gretna 299 W. Bank Expressway
 Kenner 2145 Veterans Hwy.
 Metairie 5015 Airline Hwy.
 Shreveport
 1302 Shreveport-Barksdale Hwy.
 Shreveport 3000 W. 70th St.

MAINE

Bangor 632 Broadway
 Lewiston Castle St. & Lisbon St.
 Portland 332 St. John St.

MARYLAND

Annapolis 1941 West St.
 Baltimore 7734 Wise Ave.
 Beltsville 10531 Baltimore Blvd.

Coral Hills 5211 Marlboro Pike
 Forest Heights 5501 Livingston Rd.
 Glen Burnie
 7010 Ritchie Hwy., N.W.
 Hyattsville 2306 University Blvd., E.
 Hyattsville 6301 New Hampshire Ave.
 Lanham 6801 Annapolis Rd.
 Laurel 833 W. Washington Blvd.
 Odenton Rt. 175 & 5th St.
 Riverdale 6100 Baltimore Ave.
 Riverdale 5600 Riverdale Rd.
 Rockville 1390 Rockville Pike
 Seat Pleasant

7131 George Palmer Hwy.
 Severna Park
 No. 2 Baltimore-Annapolis Hwy.
 Silver Springs 12312 Georgia Ave.
 Suitland 4615 Allentown Rd.
 Towson 1619 E. Joppa Rd.

MASSACHUSETTS

Andover 195 N. Main St.
 Beverly 19 Cabot St.
 Brockton 908 N. Montebello St.
 Chicopee 1460 Memorial Dr.
 Dorchester 515 Gallivan Blvd.
 Fall River 44 Wm. S. Canning Blvd.
 Fitchburg 334 John Fitch Hwy.
 Lowell 797 Rogers St.
 Natick 290 Worcester Rd.
 North Weymouth 191 Bridge St.
 Pittsfield 6 Cheshire Rd.
 Reading 413 Main St.
 Revere 126 Squire Rd.
 Springfield 809 Boston Post Rd.
 Stoughton 418 N. Washington St.
 West Roxbury
 718-28 American Legion Hwy.
 West Roxbury 1650 VFW Parkway
 West Springfield 352 Riverdale
 Worcester 995 Main St.

MICHIGAN

Ann Arbor 2000 W. Stadium Blvd.
 Battle Creek 812 W. Columbia
 Bay City 918 N. Euclid
 Bay City 2990 Center Ave.
 Benton Harbor 1681 Highway M-139
 Dearborn 13300 Ford Rd.
 Dearborn Heights
 25660 Michigan Ave.
 Detroit 26930 Plymouth Rd.
 Detroit 18430 Grand River Rd.
 East Lansing
 1024 E. Grand River Blvd.
 East Lansing
 234 W. Grand River Blvd.
 Flint G-3391 S. Saginaw St.
 Flint 3212 Clio Rd.
 Flint G-5390 N. Saginaw
 Flint 3719 Davison Rd., E.
 Garden City 2205 Middle Belt Rd.
 Grand Rapids 1221-28th St., S.W.
 Grand Rapids
 3814 Plainfield Rd., N.E.
 Jackson 407 W. Prospect
 Jackson 910 N. West St.
 Kalamazoo 5112 S. Westnedge Ave.
 Kalamazoo 2026 W. Main St.
 Lansing 2120 N. Larch
 Lansing 4700 S. Cedar St.

Lansing 4015 W. Saginaw
 Lincoln Park 2106 Dix Hwy.
 Madison Heights 28220 John R
 Midland 1711 S. Saginaw St.
 Mt. Clemens 1129 S. Gratiot
 Muskegon 1831 Sherman Blvd., W.
 Muskegon 1491 Apple Ave.
 Pontiac 810 N. Perry St.
 Port Huron 1125-24th St.
 Roseville 27901 Gratiot Ave.
 Saginaw 5008 State St.
 Saginaw 3700 E. Genesee
 Saginaw 2745 Bay Rd.
 St. Clair Shores 31255 Harper Ave.
 Southgate 14845 Eureka Rd.
 Warren 27480 Van Dyke

MINNESOTA

Crystal 5400 W. Broadway
 Golden Valley 720 N. Winnetka
 Minneapolis 6320 W. Lake St.
 Minneapolis 4605 Central Ave., N.E.
 Minneapolis 8040 Nicollet Ave.
 Minneapolis 407-15th Ave., S.E.
 St. Paul 2075 Snelling Ave., N.
 St. Paul 1165 Prosperity
 St. Paul 551 Jefferson St.
 West St. Paul 1273 S. Roberts Rd.
 White Bear Lake

2070 E. County Rd., E.
 Winona 1620 Service Dr.

MISSISSIPPI

Biloxi 2806 Pass Christian Rd.
 Gulfport 2014 Pass Rd.
 Jackson 1801 Highway No. 80, W.

MISSOURI

Bel-Ridge 8624 Natural Bridge Rd.
 Berkeley 8320 Airport Rd.
 Breckenridge Hills
 9783 A. St. Charles Rock Rd.
 Brentwood 8100 Manchester Rd.
 Columbia 205 Highway 70
 Crestwood 9915 Watson Rd.
 Ferguson 9000 W. Florissant
 Grandview 12407 Blue Ridge Ext.
 Hazelwood 7224 N. Lindbergh Blvd.
 Independence 10302 Highway 40
 Jefferson City 1407 W. Dunklin
 Jennings 9416 U.S. 67, North
 Joplin 2701 S. Main St.
 Kansas City 3115 Raytown Rd.
 Kansas City 8020 S. Highway 71
 Kansas City 4900 Swope Parkway
 Kansas City 4002 N. Oak St.
 Pagedale 7227 Page
 St. Joseph 601 N. Belt Hwy. 71
 St. Louis 10910 New Halls Ferry Rd.
 St. Louis 7241 Gravois Ave.
 Springfield 501 W. Sunshine
 Springfield 1122 W. Kearney
 Sugar Creek 11700 Highway 24
 University City 8127 Olive Street Rd.

NEBRASKA

Lincoln 5305 E. "O" St.
 Lincoln 865 N. 27th Street
 Omaha 8022 W. Dodge Hwy.
 Omaha 4804 Ames St.
 Omaha 2404 Cumming St.
 Omaha 4420 S. 24th St.
 Omaha 4005 S. 42nd St.

NORTH CAROLINA

Asheville 51 Tunnel Rd.
Burlington 1344 N. Church St.
Charlotte

3300 N. Independence Blvd.
Charlotte 2402 South Blvd.
Charlotte 2745 Freedom Dr.
Durham Roxboro & Avondale
Fayetteville 1342 Bragg Blvd.
Gastonia 1500 E. Franklin Ave.
Greensboro 1101 Summit Ave.
Greensboro 2807 High Point Rd.
Greensboro 1502 Northwood
High Point 1901 N. Main St.
Winston-Salem 2900 Reynolda Rd.
Winston-Salem

507 Corporation Pkwy.

OHIO

Akron 2021 E. Market St.
Akron 1720 W. Exchange
Akron 1360 East Ave.
Akron 946 E. Waterloo Rd.
Akron 409 E. Exchange
Ashtabula 2403 W. Prospect
Austintown 5060 Mahoning Rd.
Barberton 1195 Wooster Rd., W.
Boardman 15 Boardman-Canfield Rd.
Brook Park 14841 Snow Rd.
Canton 4629 N. Cleveland Ave.
Canton 4757 Lincoln Way, East
Canton 3048 Mahoning Rd.
Canton 902 Cherry Ave., N.E.
Cincinnati N. Bend Rd. & W. Fork Rd.
Cincinnati 7916 Montgomery Rd.
Cincinnati 6291 Glenway Ave.
Cleveland 16910 Lake Shore Blvd.
Cleveland 8230 Euclid Ave.
Cleveland 13830 Triskett Rd.
Cleveland 5616 Memphis
Cleveland 18126 Euclid Ave.
Cleveland 9101 Kinsman Ave.
Cleveland 14235 Kinsman Ave.
Cleveland 10411 St. Clair Ave.
Cleveland 988 E. 152nd St.
Columbus 95 S. Hamilton Rd.
Columbus 3500 E. Broad St.
Columbus 3643 S. High St.
Columbus 2815 Winchester Pike
Columbus 3605 W. Broad St.
Columbus 5295 N. High St.
Columbus 3411 Cleveland Ave.
Columbus 2823 Olentangy River Rd.
Columbus 2055 Cleveland Ave.
Columbus 1972 N. High St.
Cuyahoga Falls 1787 State Rd.
Dayton 4501 Linden Ave.
Dayton 3918 Free Pike
Dayton 3729 Germantown Pike
Fairview Park 22535 Lorain Rd.
Findlay 1225 Tiffin Rd.
Hamilton 1771 S. Erie Blvd.
Kettering 2901 Wilmington Pike
Lakewood 18228 Sloane Ave.
Liberty Township 3309 Belmont Rd.
Lima 1571 Allentown Rd.
Lorain 2500 W. Erie Rd.
Lorain 1342 Colorado Ave.
Mansfield 1435 Park Avenue, West
Maple Heights 15500 Broadway

Maple Heights 5114 Northfield Rd.
Marion 501 N. Main St.
Mayfield Heights 6225 Mayfield Rd.
Mentor 8775 Mentor Ave.
Middletown 2351 N. Verity Pkwy.
Moraine City 4032 Kettering Blvd.
Newark 45 Union St.
Northfield 10650 Northfield Rd.
North Olmstead 27332 Lorain Rd.
North Ridgeville

39005 Center Ridge Rd.
Oregon 2325 Woodville Rd.
Parma 2200 Snow Rd.
Parma 5200 Pearl Rd.
Parma Heights 6421 Pearl Rd.
Sandusky 1934 Cleveland Rd.
South Euclid 4500 Mayfield Rd.
Springfield 2328 E. Main St.
Steubenville 2114 Sunset Blvd.
Toledo 2112 Laskey Rd.
Toledo 3138 Secor Rd.
Toledo 3345 W. Monroe
Toledo 2259 S. Byrne Rd.
Toledo 3158 Cherry St.
Warren 2841 W. Market St.
Warren 4468 Youngstown Rd., S.E.
Wickliffe 29107 Euclid Ave.
Willowick 31115 Vine St.
Youngstown 1990 McCartney Rd.
Youngstown 840 E. Midlothian

OKLAHOMA

Lawton 3144 Cache
Oklahoma City 2630 S.W. 29th St.
Oklahoma City 4725 N.W. 39th St.
Oklahoma City 6910 N. May St.
Oklahoma City
6012 S. Pennsylvania Ave.
Tulsa 4631 S. Peoria Ave.
Tulsa 4003 E. 11th St.

OREGON

Beaverton
9375 Beaverton Hillsdale Hwy.
Eugene 1417 Villard
Milwaukie
15114 S. E. McLoughlin Blvd.
Portland 551 N.E. 122nd Ave.
Portland 2875 S.E. Powell Blvd.
Portland 6300 N. Lombard
Portland 9100 S.E. Powell Blvd.
Portland 3510 N.E. Union Ave.
Portland 3330 N.E. 82nd Ave.

Rockwood 18430 S.E. Stark
Salem 1110 Center St., N.E.

PENNSYLVANIA

Allentown 3020 Lehigh St.
Allentown 1321 Union Blvd.
Allentown 721 Cedar Crest Blvd.
Baden Ohio River Blvd.
Beaver Falls 200 Ninth Ave.
Bethel Park Boro 5261 Library Rd.
Bethlehem 1907 Stefkco Blvd.
Camp Hill
83 Expressway at Carlisle Rd.
Erie 4319 Peach St.
Erie 2170 E. Lake Rd.
Erie 909 Peninsula Dr.
Harrisburg 3710 E. Walnut St.
Hatboro 121 N. York Rd.
Johnstown 737 Scalp Ave.

Lancaster 1841 Columbia Ave.
Levittown

3701 New Rodgers Rd. RR413

McKeesport

929 E. Pittsburgh-McKeesport Blvd.
New Castle 2425 New Wilmington
New Kensington 2741 Leechburg Rd.
Philadelphia 8901 N. Frankford Ave.
Philadelphia 9970 Bustleton Ave.
Pittsburgh 4849 McKnight Rd.
Pittsburgh 365 Ohio River Blvd.
Pittsburgh 11591 Frankstown Rd.
Pittsburgh 830 Clairton Blvd.
Sharon 1908 E. State St.
Uniontown 575 Morgantown St.
Washington 200 Murtland Ave.
Wexford

Rt. 19 at Richards Rd., R.D. No. 3

Wilkinsburg 2175 Robinson Blvd.

Wilkes-Barre 187 River Rd.

RHODE ISLAND

East Providence 484 Taunton Ave.
Warwick 2814 S. Post Rd.
Warwick 860 Post Road

SOUTH CAROLINA

Anderson Belvedere Shopping Center
Charleston 1109 Savannah Hwy.
Columbia 4801 Garner's Ferry Rd.
Greenville 461 S. Pleasantburg Dr.
Greenville 615 Cedar Lane
Spartanburg 120 W. Cleveland St.
West Columbia

1303 Charleston Hwy.

SOUTH DAKOTA

Rapid City 2223 W. Main St.
Rapid City 720 Cleveland St.
Sioux Falls 3200 S. Minnesota Ave.
Sioux Falls 121 N. Indiana
TENNESSEE

Chattanooga 5701 Ringgold Rd.
Clarksville 792 North Second St.
Kingsport 2330 Fort Henry Dr.
Knoxville 2812 Magnolia Ave.
Knoxville 3120 N. Broadway
Knoxville 2505 Chapman Hwy.
Madison 1220 Gallatin Pike
Memphis 4287 Summer Ave.
Memphis 3132 Thomas St.
Memphis 4237 U.S. Highway 51, S.
Memphis 3068 Perkins Road
Memphis 657 Highland Ave.
Oak Ridge 805 Main Street, W.

TEXAS

Austin 5355 Inter-Regional Rd.
Fort Worth 5303 E. Lancaster Ave.
UTAH
Ogden 1111 Washington Blvd.
Provo 240 W. 1230 North
Salt Lake City 1879 E. 48th, S.
Salt Lake City 1533 S. State St.
South Ogden

3875 S. Washington Blvd.

VIRGINIA

Alexandria 7614 Richmond Hwy.
Alexandria 3510 Duke St.
Alexandria 6302 Duke St.
Alexandria 5006 Leesburg Pike
Arlington 4834 Lee Hwy.
Fairfax 10775 Lee Hwy.

Falls Church 6729 Arlington Blvd.
Hampton 4104 W. Military Hwy.
McLean 6808 Elm Street
Newport News 11134 Warwick Blvd.
Norfolk 7448 Military Hwy.
Portsmouth 1201 Frederick Blvd.
Richmond 5520 W. Broad St.
Springfield 6333 Brandon Ave.
Virginia Beach

3852 Virginia Beach Blvd.

WASHINGTON

Bellevue 120-104th Ave., N.E.
Kennewick 2541 Kennewick Ave.
Longview 1537-15th Avenue
Lynnwood 5901-196th St., S.W.
Seattle 15620 First Avenue, S.
Seattle 2336-25th Avenue, S.
Seattle 5400-14th Avenue, N.W.
Seattle 15210 Pacific Highway, S.
Spokane 6321 N. Monroe
Tacoma 802 Tacoma Ave., S.
Tacoma 7217 Pacific Avenue
Tacoma 6002-100th St., S.W.

WEST VIRGINIA

Huntington 70 Washington Avenue

WISCONSIN

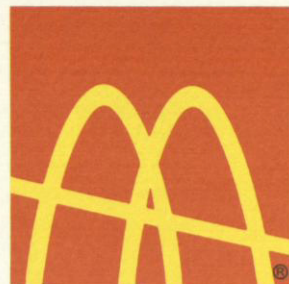
Appleton 1932 N. Richmond St.
Beloit 1443 Madison Road
Cudahy 5740 S. Packard Avenue
Eau Claire 1513 S. Hastings Way
Fond du Lac 699 S. Military Road
Glendale
5344 North Port Washington Rd.
Green Bay 1587 Shawano
Janesville 1622 Milton
Kenosha 8058 Sheridan Road
Kenosha 3926-52nd St.
La Crosse 2727 Losey Blvd.
Madison 2201 S. Park St.
Madison 3317 University Ave.
Madison 3051 E. Washington Ave.
Manitowoc 3512 Calumet Ave.
Menomonee Falls

North 83, W. 15515 Appleton Ave.
Milwaukee 7312 W. Appleton Ave.
Milwaukee 3137 S. 76th St.
Milwaukee 2612 W. Morgan St.
Milwaukee 1220 N. 35th St.
Neenah 1104 Commercial Street
Oshkosh 1863 N. Jackson
Racine 2100 Lathrop
Racine 3037 N. Douglas
Schofield 743 Grand Avenue
Sheboygan 2307 North Avenue
Waukesha 701 Grandview
Wauwatosa 3131 N. Mayfair Road
West Allis 10915 W. National Ave.

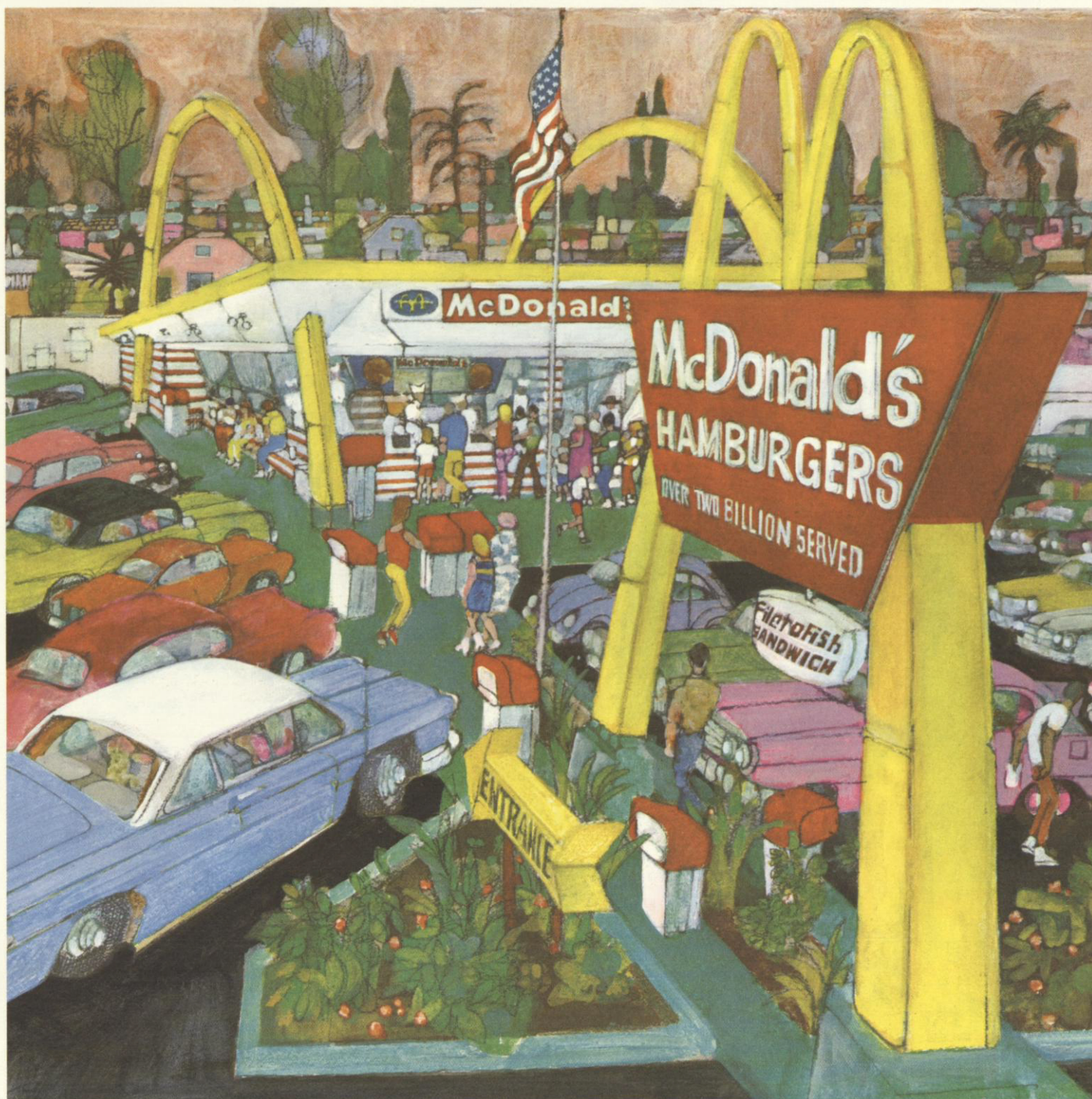
WYOMING

Casper 2877 E. 2nd St.
Cheyenne 2535 E. Lincolnway

The above list is representative of the licenses granted by the Company since 1955, and includes units under construction.



McDonald's®



This is McDonald's in Lynwood, California where the skies were sunny and the temperature was 82 degrees.

What makes McDonald's unique and different? What lies behind its skyrocketing sales figures?

The seemingly obvious answer—size—is not the answer at all, but rather, the result comes from 10 years of dedication to a principle. McDonald's, with 738 units by the end of 1965 and more units opening constantly, is the nation's biggest chain of

hamburger restaurants—but McDonald's is bigger because it's better, not vice versa.

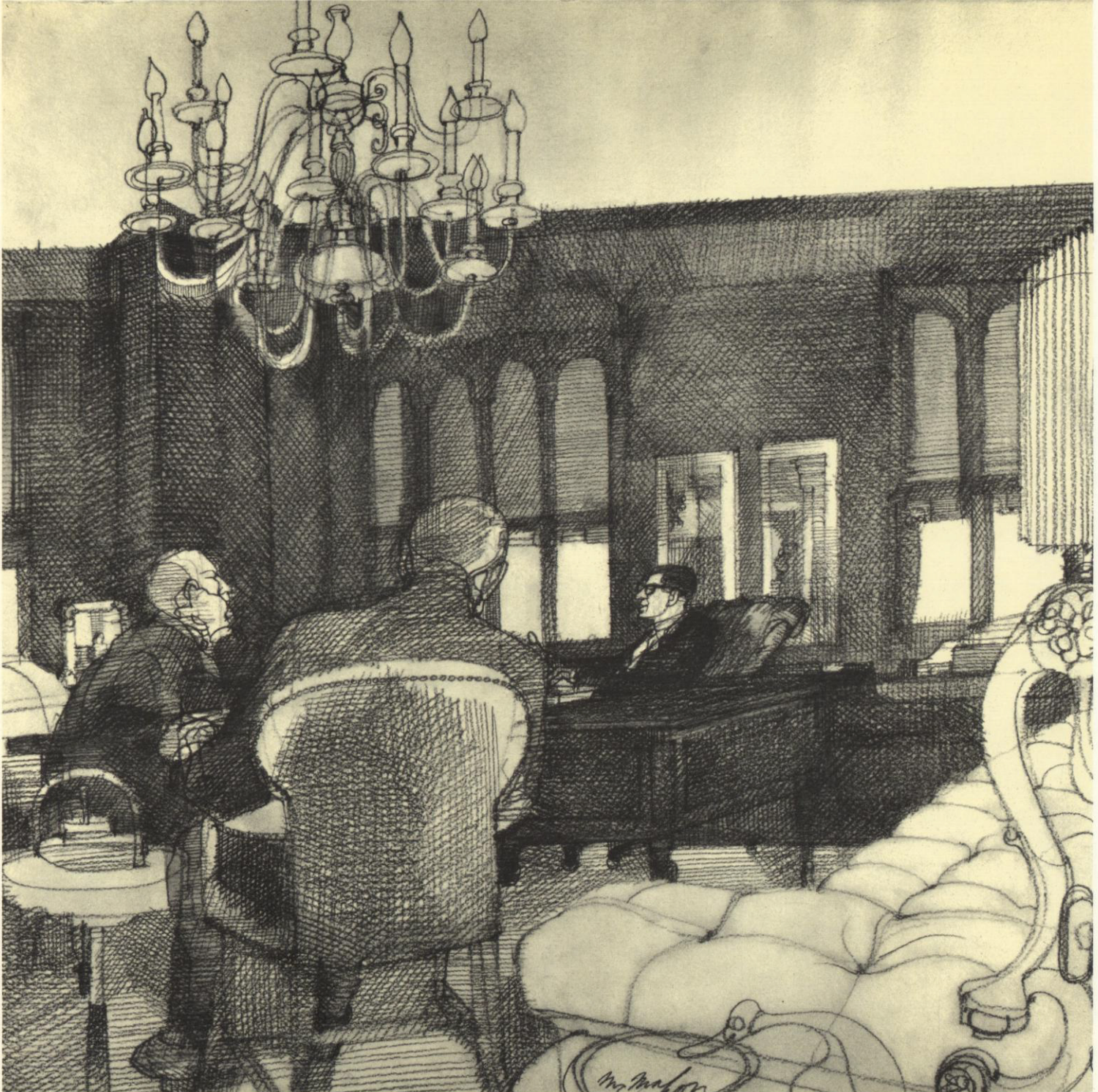
A dedication to quality pervades every aspect of the McDonald's operation.

This dedication starts at the top—with board chairman Ray A. Kroc and president Harry J. Sonneborn—and its impact is felt at every step of McDonald's

operations.

When McDonald's pioneered the 15-cent hamburger restaurant idea back in 1955, rigid standards of quality were designed right into the unique McDonald's formula. As McDonald's mushroomed into the giant it is today, a far-reaching organization was developed to maintain and

President Harry J. Sonneborn confers in his office with other executives.



strengthen those quality standards.

The McDonald's difference begins at national headquarters in Chicago, where all the tools of modern big business are enlisted to make sure that the McDonald's success story remains a continuing one.

You can sense the difference at a high-level conference

in the executive offices—or in the impressive array of the latest IBM equipment translating ideas into efficient operation. And there are departments seemingly far afield from restaurant management—full-scale professionally-staffed legal and engineering departments.

Overshadowed by McDonald's

spectacular success in the restaurant business has been the chain's emergence as a real estate giant, owning or controlling much of the land and buildings which spell McDonald's to the general public—and meticulous supervision of every detail of design and construction is also a part of McDonald's "secret formula."

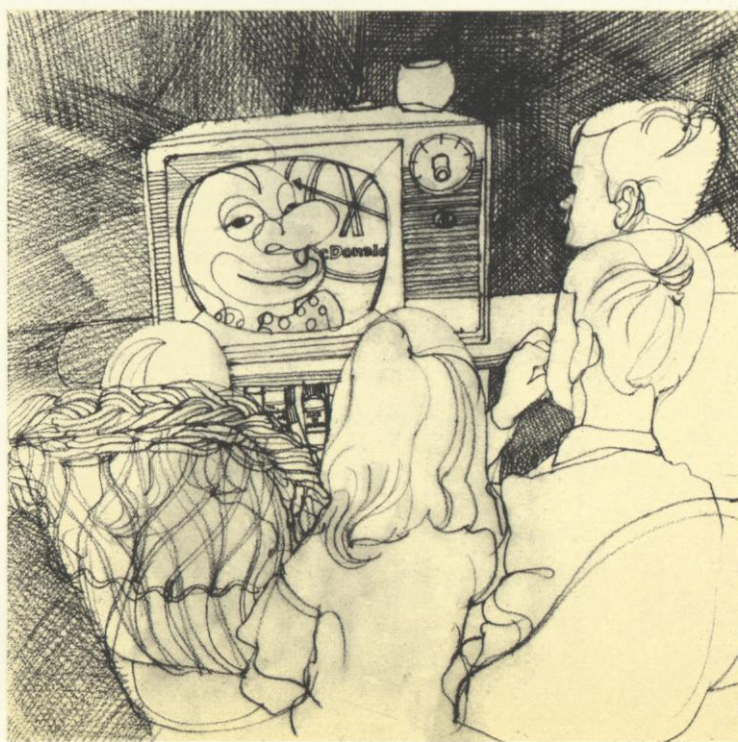
Legal department reviews license agreements.



Data processing equipment processes important records.



Draftsmen pore over blueprints.



McDonald's commercials on TV.

One of McDonald's deepest concerns—with continuing growth—has been to maintain intimate contact with every unit—and that's why five regional offices have been established in Boston, Atlanta, Columbus, Chicago and Los Angeles. They keep in close touch with the home office on the one hand and with the units on the other. Field

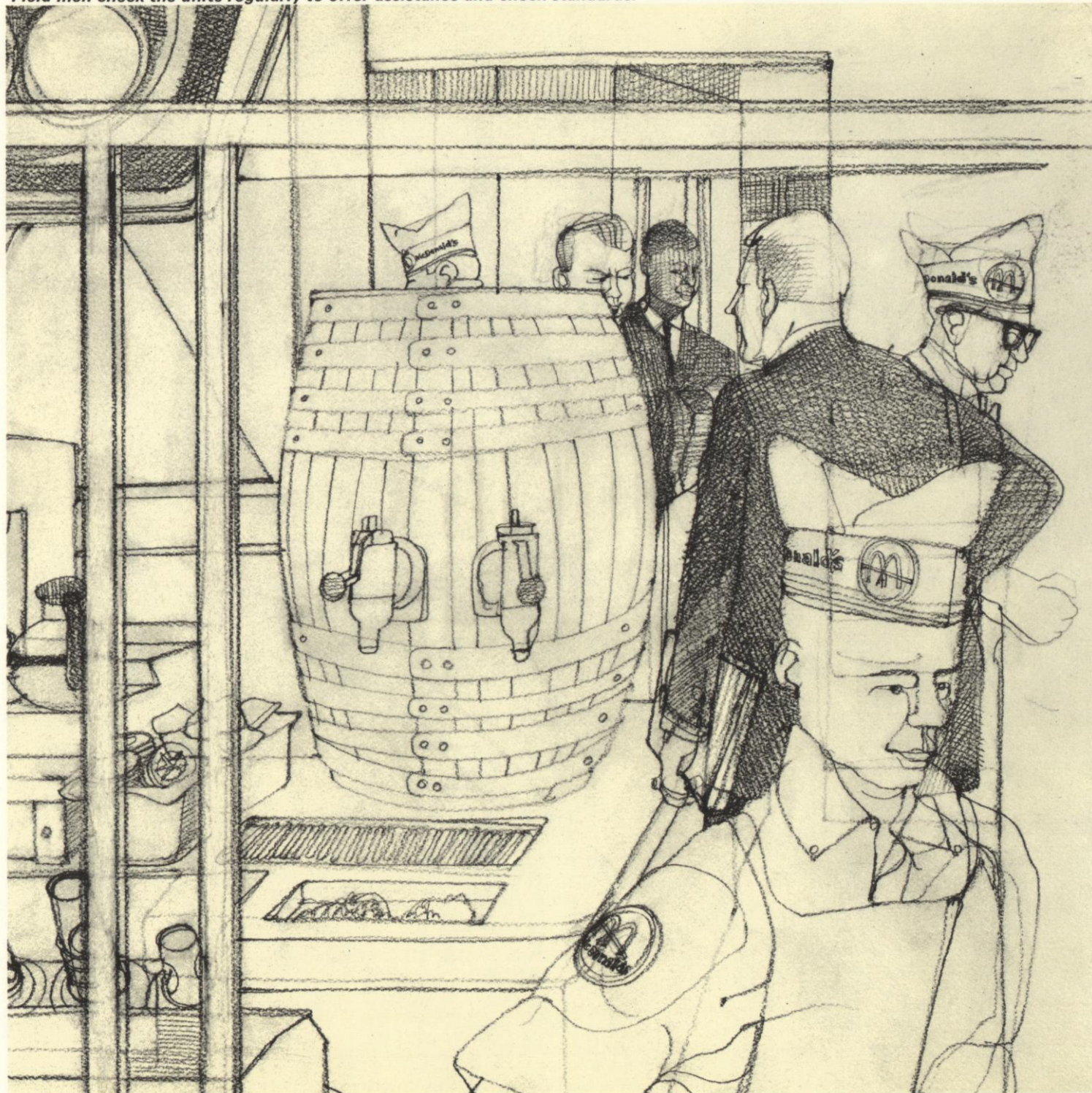
men, supervisors, advertising personnel and engineers from regional headquarters are frequent visitors at every unit. Every restaurant has to be ready at all times for a spot check for quality, cleanliness and service.

Nothing is left to the whim of the man at the grill. McDonald's has developed a formula for making hamburgers exactly to

the public's liking—and every McDonald's follows the same formula. Rigidly-enforced standards cover everything from how the hamburgers are prepared to the speed with which they are served.

In fact, quality control starts with rules about what to buy and how to buy it. Each McDonald's buys its fresh (not

Field men check the units regularly to offer assistance and check standards.



frozen) food locally—with daily deliveries to guarantee freshness. But the standards are set nationally, and local purveyors have to meet them.

A vivid example of the way a top-to-bottom dedication to quality effects everything McDonald's does can be found in the chain's unique Research and Development Laboratory, a rarity

in the restaurant business in its emphasis on science and engineering. A "top secret" operation in an unobtrusive building in Addison, Ill., 30 miles from Chicago, the lab uses the latest in modern technology to improve the efficiency of the McDonald's operation and to make a good product even better. Thomas A. Edison wouldn't

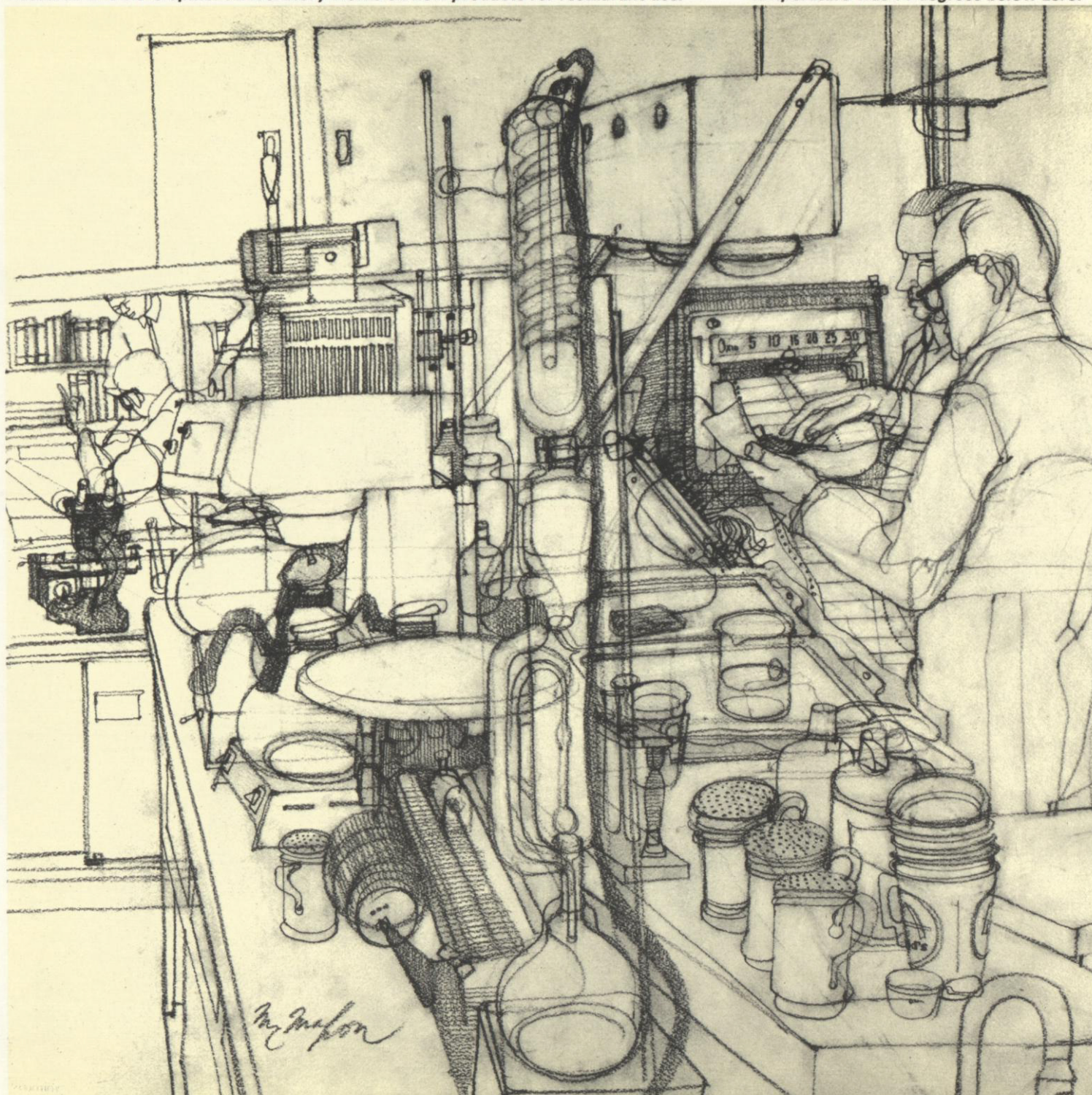
recognize the electronic devices, but he would feel right at home in the atmosphere.

Lab inventions already put into use in McDonald's units include an electronic cooking computer for making tastier French fries, another computer for frying fish and a device to squirt catsup and mustard on McDonald's hamburgers in precisely

Research and Development Laboratory works on new products for restaurant use.

(Next page)

Glendale, Wisconsin was cloudy and cold; temperature was 14 degrees below zero.







McMahon

measured amounts.

McDonald's operators learn McDonald's exacting requirements—and how to maintain them—in classrooms of the world's most unusual university—Hamburger University, McDonald's unique training school in Elk Grove, Ill. Hamburger University adapts the classroom approach of more orthodox

universities to such subjects as hamburgers, French fries and restaurant management. It takes a university-style approach to convey in depth all the details that comprise a successful McDonald's operation.

Hamburger University students may delve into chemistry, or engineering, or economics. For instance, they learn how to

measure the moisture content of potatoes with a device called a hydrometer. They are taught which potatoes make the finest French fries. They learn how to buy beef and the reasons for McDonald's rigid rules about the quality of beef that must go into a McDonald's hamburger. They become thoroughly grounded in policy and procedures, and they put

"Hamburger U" teaches about the total operation.



their classroom theory to practice in the Hamburger U equivalent of lab courses—learning to make French fries and hamburgers the McDonald's way. (A classroom joke is that Hamburger U is the only university where, instead of being grilled by their professors, the students grill their final exams.) It's an intensified management course, utilizing

up-to-the-minute educational techniques—and it instills in every operator the McDonald's dedication to quality.

This dedication, which starts at the top, is finally felt where it counts the most—at the local unit level. It shows up not only in the hamburgers themselves—fresh, tasty and served faster than ever before, but in many

other ways . . . the spotlessness of the food preparation area, the immaculate array of modern equipment, the team spirit of the crew, the operator, ever present, and even the meticulous way the lot is kept clean.

The golden arches, which are McDonald's trademark, symbolize the high standards that are rigorously maintained at every unit.

McDonald's field men inspect the meat at the local supplier before it is delivered to the restaurant.



McDonald's unique insistence on catering to a local family trade is reinforced by strict rules designed to establish and maintain a wholesome family atmosphere. McDonald's never has car hops, juke boxes, cigaret machines or even telephone booths, and the chain seeks locations in solid, substantial family communities. A typical

unit depends upon local families for as much as 90 per cent of its business, and McDonald's itself becomes a part of the community in every city.

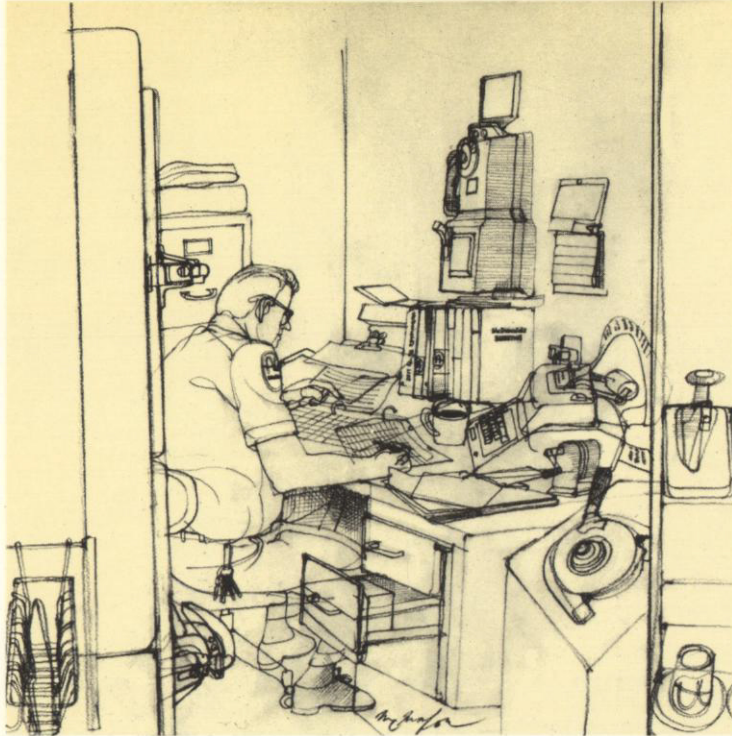
The secret of a successful restaurant operation is repeat business. Curiosity may attract first-time customers, but it takes quality to bring them back.

On a scale which has

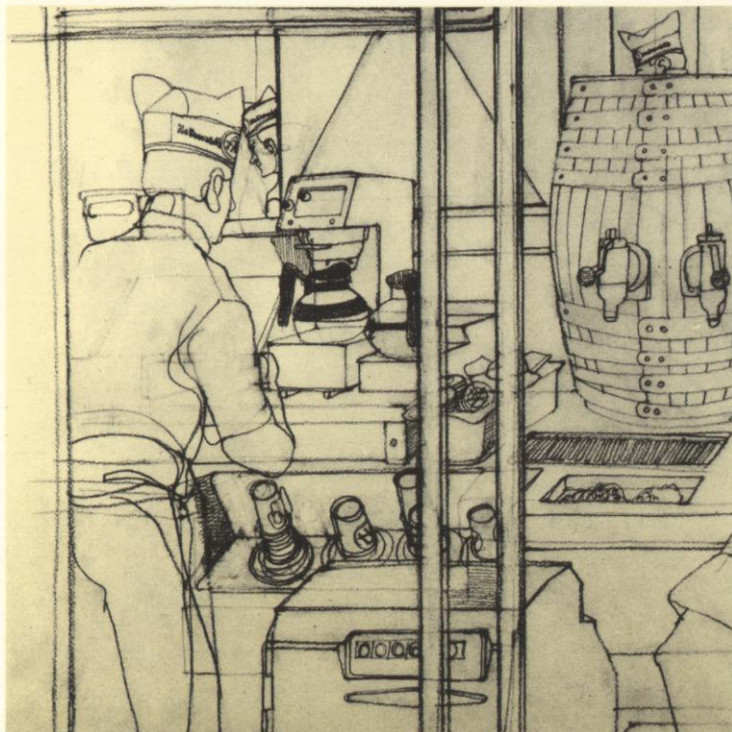
revolutionized the restaurant business, McDonald's has continued to win new customers, while bringing old ones back again and again.

In the final analysis, the importance of top-to-bottom dedication to quality has been measured on the cash registers of unit after unit across the country. McDonald's is

Owner goes over his books at the unit.



French fries bagged in warming bin.



Window man gets a soft drink order.

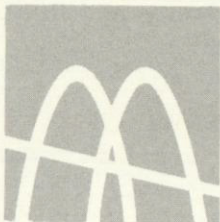


The lot is cleaned regularly throughout the day.

continuing to grow, but growth alone cannot account for the steadily increasing annual sales volume. The jump from \$139 million in 1964 to \$170 million in 1965, for example, reflected not only more units, but higher average volume unit-by-unit.

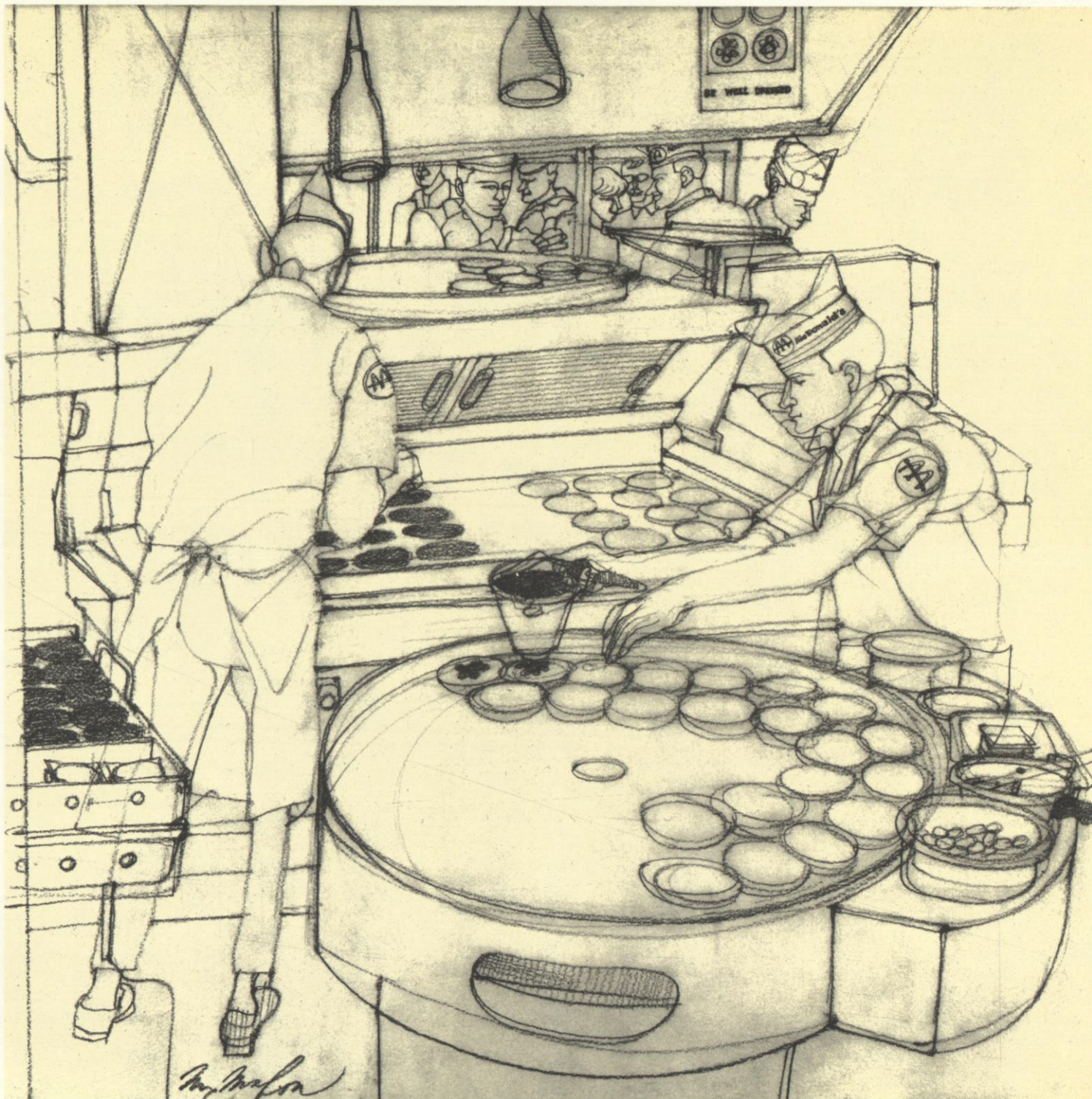
McDonald's has made the hamburger big business, and, in turn, utilized all the resources of

big business to give meticulous attention to every detail.



Look for the Golden Arches—Where Quality Starts Fresh . . . Every Day™

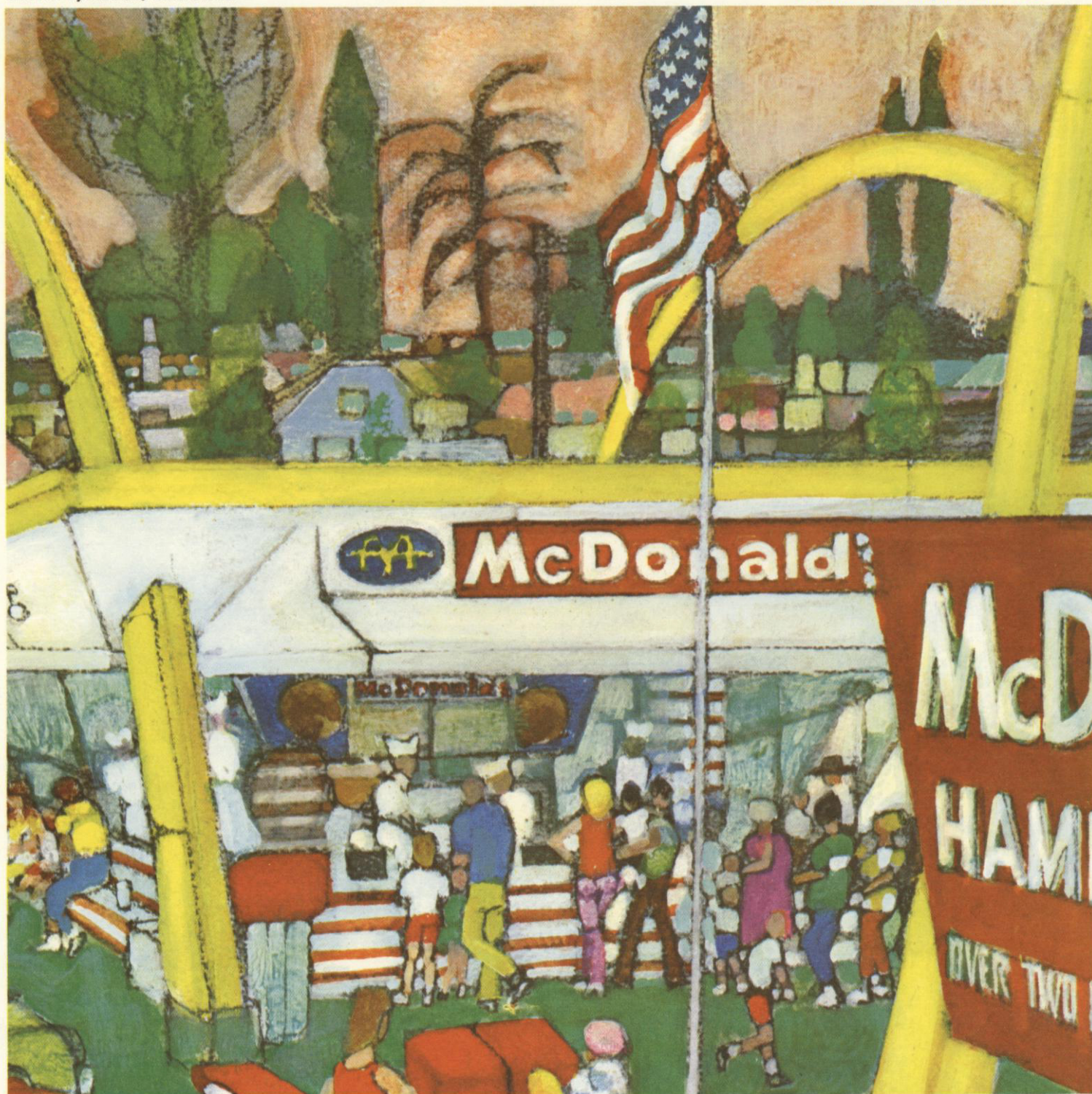
The grill and bun men get ready for the noon rush hour.



This graphic survey was illustrated for McDonald's by internationally famous artist-reporter Franklin McMahon. His pictorial analysis of our company is done with the insight that brought him the 'artist of the year' award in 1963 and important assignments in all parts of the world. Among those magazines which have commissioned and published his work are Fortune, Life, Look, Saturday Evening Post and Sports Illustrated.

Unit in Lynwood, California.

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